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Gender in UNDP

Management response to the evaluation of gender mainstreaming in UNDP

Contents

Chapter		*Page*
	Introduction	2
I.	Global policy context: UNDP and gender equality	2
II.	Evaluation findings	4
III.	Progress	4
IV.	Responses to the recommendations	6
	Annex. Key recommendations and management response	11

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Introduction

1. This document constitutes the response of UNDP management to the report of the independent evaluation of gender mainstreaming in UNDP (summarized in document DP/2006/5). It is the result of a broad-based consultation on the evaluation findings in both UNDP and UNIFEM, and was reviewed by the UNDP SMT during its November 2005 retreat. This response should be read in conjunction with the UNDP gender action plan, 2006-2007, which has been revised to reflect the recommendations of the evaluation report, and the 2005 Progress Report. All of the above mentioned documents will be presented to the regular session of the Executive Board of UNDP and UNFPA in January 2006.

I. Global policy context: UNDP and gender equality

2. The 2005 report of the Secretary-General on the Beijing Platform of Action confirms that in the 10 years since the Fourth World Conference on Women there have been some notable gains, including: more women parliamentarians, some closing of gender gaps in education, more women in the workforce, lower fertility rates, more attention to sexual and reproductive health and rights, and greater attention to violence against women. However, the report also confirms that attitudes and real progress, in every aspect of gender equality and women's empowerment, have lagged well behind policy. The Gender Development Index (GDI) and Gender Empowerment Measure (GEM) in the annual Human Development Report reveal persistent gender inequalities among nations and pervasive inequalities between men and women within nations.

3. Responding to those deficits, and as outlined in Box 1 of the executive summary of the evaluation report, UNDP approved a series of at least 12 progressive policy and management decisions on gender mainstreaming. This began in 1987 with the creation of the first Gender in Development Division and has continued through the recent adoption of the UNDP corporate gender strategy and action plan at the 2005 annual meeting of the Executive Board.

4. The Millennium Declaration and the Millennium Development Goals (MDGs) themselves constitute a significant advancement in building broad acceptance of the normative international framework and standards for gender equality and women's empowerment. The role of UNDP in helping to frame, advocate for, and track progress towards the MDGs has resulted in more focused attention in the organization to country achievements in gender equality and strengthening national capacities to monitor policy and progress.

5. In 2005, UNDP sponsored an extensive gender review of national MDG reports. The review showed that, despite increased access to education and health services, women and girls are still largely excluded from owning economic assets and viable sources of income; from enjoying equal rights and protection from violence and sexual abuse; and from participating in decision-making at home and in society.

6. In the global policy context, the 2005 World Summit expanded the scope of MDG-3 – gender equality and women's empowerment – beyond education and health. The outcome document provides an enormous opportunity for the

United Nations system to accelerate progress toward gender equality and women's empowerment at the country level through a set of significantly scaled-up actions. That opportunity is embedded in the relationship between outcome document paragraph 22 (a) on the adoption and implementation of "comprehensive national development strategies to achieve internationally agreed development goals, including the MDGs", and paragraphs 58 and 59, on gender equality. In many respects the new set of MDG-3 priorities coincides with areas where UNDP has a comparative advantage in terms of women's economic rights and access to resources; human rights and protection from violence; and citizenship rights and participation in decision-making.

7. The UNDP corporate response is articulated in the integrated package of development services. It encompasses (a) support the preparation of MDG-based poverty reduction strategies; (b) capacity development support to governments to implement those strategies, and (c) assistance with the knowledge management systems across the United Nations Development Group to utilize the combined knowledge and services of the system more effectively. This new agenda is an ideal platform from which to launch a wide-reaching, high-priority action plan for gender equality and women's empowerment. It is United Nations system-wide, it is multi-sectoral, it inherently engages a wide range of national, bilateral, multilateral and civil society partners, and it is focused on achieving the MDGs by 2015.

8. To reduce poverty, intensified work is needed on the gender impact of globalization and the implications of fiscal, trade and employment policies on women's livelihoods. Poverty reduction strategies and the allocation of resources for their implementation will need to take gender disparities into account.

9. National budgets are the most important expression of policy priorities and choices. UNDP has supported gender-responsive budgeting and the tracking of public expenditures in many countries, often in partnership with UNIFEM. Gender responsive budgeting is an important niche for UNDP in the context of poverty reduction strategy papers (PRSPs), MDG implementation and post-crisis responses. Similarly, the value of women's contributions to household and national economies need to be computed and integrated into national accounts.

10. Legal, economic, political and cultural barriers that prevent women and girls from exercising their human and citizen's rights need to be addressed through comprehensive policy reforms and strong affirmative action. In many countries women have unequal access to property, inheritance and assets for a variety of reasons. Despite the large endorsement of the Convention on the Elimination of All Forms of Discrimination against Women by almost every country in the world, its application varies greatly from country to country.

11. The UNDP democratic governance service lines include specific support to women's legal empowerment and access to justice; sex disaggregated data to monitor women's political participation; strengthening women's leadership and support to women as voters and candidates. UNDP has a strong comparative advantage in the field of promoting gender equality through its democratic governance work that derives from its legitimacy in the eyes of governments, civil society and specialized partners. The strength of its 'honest broker' role is perhaps most evident in the area of governance and human rights, including women's human rights specifically.

12. The work of UNDP in crisis prevention and recovery explicitly addresses the fact that women and girls are more vulnerable to violence in crisis and post-conflict situations. Rape has been recognized as a weapon of war. Many combatants and, regrettably, even some humanitarian workers and peacekeepers have engaged in sexual exploitation and abuse of women and girls, often with impunity. The spread of HIV/AIDS and the increase in prostitution in such situations are serious issues. UNDP needs to be known for championing access to justice for women and girls in post-conflict situations even more strongly.

13. Gender equality will only be achieved if countries invest in strengthened implementation of and accountability for the commitments they made in the Beijing Platform for Action, the Convention and the MDGs. National priorities for achieving gender equality need to be supported through coordinated action by the United Nations system at the country level.

14. UNDP has a key role to play as manager of the Resident Coordinator system and chair of the UNDG. UNDP will strengthen its partnership and technical expertise with UNIFEM in an effort to ensure that United Nations country teams (UNCTs) and countries have access to high-level advice and capacity-building in the areas of comparative advantage of both organizations. Across its global network of country offices, within UNCTs, and within each practice, UNDP continues systematically to build capacities to develop gender responsive policies and programmes.

II. Evaluation findings

15. The evaluation found that despite an impressive array of policy initiatives introduced in UNDP over the past 15 years, they were limited to "good starts" that lost momentum and resulted in "policy evaporation". It stated that actions such as moving the gender unit into the BDP poverty group, reducing staff and core resources for gender mainstreaming, and changing gender equality from a development priority to a cross-cutting issue, all sent mixed signals that blurred the perception of the UNDP commitment to gender equality.

16. UNDP management acknowledges that an unintended effect of these actions was that gender mainstreaming, rather than being everyone's job, became less visible, either relying on the core team of the gender unit or being regarded as the role of UNIFEM. Despite the adoption of a gender policy in 2002, proper accountability for the policy and performance measures were inadequate.

17. In the absence of a 'blueprint' and successful methodologies for effective gender mainstreaming, UNDP has nonetheless been a pioneer in many respects. It needs to make serious efforts to implement its policy; increase its capacities and resources for gender mainstreaming; track progress in gender equality; and invest in women's empowerment.

III. Progress

18. UNDP management, while acknowledging the above deficits, also recognizes that it has not sufficiently showcased successful results at the country level, or the significant progress made at the corporate level. Some examples are:

(a) In the 2004-2007 MYFF, gender became an explicit 'driver of development effectiveness' as well as a specific service line dedicated to gender mainstreaming in the MDGs and poverty reduction.

(b) The gender unit was moved out of the poverty group to become part of the Directorate of the Bureau for Development Policy (BDP) in 2004.

(c) The Executive Board adopted the gender strategy and action plan in 2005.

(d) The Executive Director of UNIFEM was designated Special Adviser of the Administrator on gender (2004), co-chair of the Senior Gender Task Force (2005) and a member of the SMT chaired by the Administrator (2005).

19. A global capacity development programme was initiated in 2005. Within one year, UNDP was able to build the gender capacities of 45 country offices, four regional service centres and five headquarters units with resources made available through extra-budgetary funding[1]. These activities have successfully focused on the 'how to' of effective gender mainstreaming: The programme of action has included:

(a) Contextualizing gender issues for Common Country Assessments (CCAs), United Nations Development Assistance Frameworks (UNDAFs) and national strategies through the recruitment of 45 local gender experts.

(b) Conducting a complete gender review of the UNDP portfolio of programmes and resource allocations to increase core resources for gender programming from country target resource assignment from the core (TRAC) allocations.

(c) 1000 staff members trained (managers, policy advisers and United Nations gender theme groups) to establish common ground in gender mainstreaming as to 'what it means', 'how to do it' and 'how to measure results'.

(d) Engendering of 45 country programmes, CCA/UNDAFs, MDG reports and national human development reports.

(e) Development of a country office gender mainstreaming strategy and action plan with clear targets and performance indicators.

20. UNDP is taking concerted action to establish a stronger institutional base, capacities and accountability mechanisms to enhance and track performance and results of gender mainstreaming. As a result of these investments and actions, UNDP has built a firmer base upon which to move forward the implementation of the revised Gender Action Plan for 2006-2007. UNDP management is confident that these notable achievements taken together with the new commitments to staffing, funding and leadership included in this Response, will position the organization strongly for success in delivering results in gender mainstreaming.

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[1] Countries: Afghanistan, Albania, Algeria, Bangladesh, Belarus, Bhutan, Brazil, Cape Verde, Chile, Dominican Republic, Egypt, El Salvador, Equatorial Guinea, Gabon, Ghana, Guyana, Honduras, Laos, Lebanon, Lesotho, Liberia, Libya, Malawi, Mexico, Moldova, Morocco, Mozambique, Namibia, Nepal, Paraguay, Sao Tome and Principe, Senegal, South Africa, Sri Lanka, Swaziland, Syria, Tanzania, Timor Leste, Togo, Turkey, Ukraine, Uruguay, Viet Nam, Yemen and Zambia.

Regional Centres/SURFS: Beirut, Bratislava, Colombo and Panama.

Headquarters: Democratic Governance Group, Energy and Environment Group, Human Development Report Office, Bureau for Crisis Prevention and Recovery, Learning Resource Centre and the Regional Bureau for Africa.

IV. Responses to the recommendations

Recommendation 1: ***Proactive leadership and renewed management commitment at the level of the Administrator, senior management and Resident Coordinators. Specifically, each level of senior management should have clear statements of political commitment and vision to promote gender equality along with specific mainstreaming plans with objectively verifiable targets.***

Response:

21. The Administrator, in his first statement to the Executive Board of UNDP in September 2005, committed to a strong focus on improving UNDP performance in gender mainstreaming. He confirmed that he would use the recommendations of the evaluation as a platform for a considered management response and revised action plan, and present these to the Executive Board regular session of January 2006. In September 2005, the Administrator appointed the Executive Director of UNIFEM as a member of the UNDP Senior Management Team (SMT).

22. *New commitments in leadership and management.* In 2006, the Administrator will introduce a systematic quarterly delivery report to the SMT of progress against the Gender Action Plan. He will also introduce a 'compact' instrument with each SMT member specifically on achievements of gender mainstreaming against the targets in the 2006-2007 action plan.

23. *Senior management* will agree on the introduction of gender mainstreaming measures in the performance appraisal of RC/RR's. They will specifically target, review and monitor reliance on the gender driver of the MYFF as the new data becomes available each year and use Atlas to devise a method to better track and aggregate resource assignment and expenditure on gender. Finally Senior Management will contribute to the work of the Senior Gender Task Force, specifically to support and monitor policy implementation.

24. *Resident Coordinators* will lead UNCTs to stronger 'engendering' of MDG-based poverty reduction strategies and CCA/UNDAFs, and to support United Nations gender theme groups. They will continue to have access to the new package of capacity development services implemented in 2005 and will be held accountable for results through the performance appraisal system and SMT monitoring. Gender equality awareness and sensitivity is already assessed in the Resident Coordinator Assessment Centre, which screens new Resident Coordinators prior to assignment.

25. *The Office of Human Resources (OHR)* is reviewing overall competency assessment systems and monitoring gender balance against targets set with senior managers towards the corporate goal of 50/50 balance and greater diversity by 2010.

Recommendation 2: ***Accountability and incentives. The evaluation recommends that all management staff RCAs include performance targets and oversight mechanisms, and that UNDP introduce stronger systems of rewards and incentives for positive work in gender mainstreaming.***

Response

26. There are some gender mainstreaming and sensitivity competencies built into the existing Results and Competency Assessment (RCA) system, but assessing them is not systematic and too optional, resulting in partial treatment of staff assessment on gender.

27. With respect to incentives, staff awards are presented at the Global Staff Forum each year, chaired by the Administrator. While the awards are not only for recognizing performance and achievements in gender mainstreaming, the winners are frequently selected for achievements in this area.

New commitments

28. OHR will lead a team, with the support of the Senior Gender Task Force, to review, develop and introduce stronger performance criteria for gender mainstreaming work and recommend any adjustments necessary to the performance assessment system, including 'gender scorecards'.

29. The Global Staff Forum team in the Bureau of Management (BOM) will review the award selection criteria and ensure that explicit recognition of achievements in gender mainstreaming are recognized through this system.

Recommendation 3: ***Mainstream and 'focus'. The evaluation recommends that UNDP should retain a gender mainstreaming programmatic strategy as well as gender-focused programmes.***

Response

30. UNDP will retain a two-pronged approach: (a) gender mainstreaming will be ensured in all programmes and policies and targeted programmes for women; and (b) the MYFF will continue to reflects the concept and monitoring methodology of gender as a 'driver of development effectiveness' for mainstreaming, and will retain one specific service line in the practice architecture for recognizing and monitoring gender-focused work.

New commitments

31. In the formulation of the next MYFF services lines, to begin in 2006, new targets and approaches for each practice area will be proposed for tracking through the results-based management system.

Recommendation 4: ***Strengthen the institutional framework for gender mainstreaming at headquarters. The evaluation recommends that UNDP should substantially strengthen the application of gender mainstreaming in its work, including specifically the establishment of a Gender Development Office in the Office of the Administrator, strengthening BDP technical expertise in the gender unit and the practice areas, and enhancing the technical capacity in gender of the Regional Bureaux.***

Response

32. The gender unit in BDP guides UNDP work on gender mainstreaming with two established and two temporary professional posts at headquarters, five gender advisors in the regional centres, an outposted knowledge manager, a dedicated gender programme team at headquarters, and a community of 800 practitioners, mostly at the country level. Additionally, the Executive Director of UNIFEM is a full member of the UNDP SMT and the Administrator's senior adviser on gender in UNDP.

33. UNDP management agrees with the evaluation recommendation that more fully dedicated core specialist staff should be assigned to this agenda. It is management's view, however, that placement of the corporate gender development office within the Administrator's or Associate Administrator's Office, as suggested

by the evaluation, might not be the ideal institutional configuration for additional capacity.

New commitments

34. The number of established posts in the gender unit of BDP will be increased from two to four to ensure critical mass to deliver the gender action plan. The implementation plan provides a detailed implementation framework with specific outcomes, outputs and results indicators for each year. The Senior Gender Task Force will include as mandatory members the Deputy Directors of all headquarters Bureaux.

Recommendation 5: ***The evaluation recommends strengthening gender expertise country offices with senior gender advisors and an improved gender focal point system.***

Response

35. In 2005, the gender unit successfully placed over 50 gender experts for up to six months within country offices and bureaux to help them develop their capacities, strategies and action plans to mainstream gender effectively into their programmes and invest in women's empowerment. UNDP will maintain this strategy of strengthening country offices.

New commitments

36. The country office gender focal points in all country offices will have new terms of reference with measurable indicators and clear incentives – while continuing matrix reporting.

37. Gender experts available in 2005 for assignments of up to six months will be increased to cover an additional 50 country offices in 2006 and 50 in 2007, in line with the 2006-2007 action plan.

38. Complementary capacity through joint UNDP/UNIFEM regional 'hubs' of experts to support country offices will be rolled out in 2006.

Recommendation 6: ***Strengthen gender mainstreaming capacities for all staff.***

Response

39. In 2005, over 1000 UNDP staff members received gender training. This training was both generic and tailored to provide technical skills on mainstreaming per practice area. The active gender practice network reached 860 members in 2005.

New commitments

40. UNDP management will extend the staff capacity improvement of 2005 to include a mandatory gender course for all staff in 2006.

41. Gender analysis will be made systematic for programme planning. New approaches will include strengthening the knowledge management system across practice areas and cross regional exchange of experience.

42. Specific targets for leadership training and coverage of the Virtual Development Academy are included in the 2006-2007 action plan.

Recommendation 7: ***The evaluation recommends that UNDP make adequate financial resources available for gender mainstreaming.***

Response

43. The total resources available for gender mainstreaming increased significantly in 2005, which was central to the accelerated achievement of results in gender mainstreaming for the year.

44. In January 2006 the Administrator will provide the Executive Board with indicative information relating to country-level resource allocations to gender related activities.

45. UNDP management acknowledges that more resources should be assigned to gender mainstreaming in line with the 2006-2007 action plan.

New commitments

46. Additional funds for gender mainstreaming to cover both staff, administrative and programme costs, in line with the action plan for gender mainstreaming, 2006-2007, will be assigned from core and non-core sources. The breakdown and source of funds will be outlined by the Administrator during the first regular session of the Executive Board, in January 2006.

47. Tracking of gender related financial allocation and expenditure in the Atlas system will begin in 2006.

Recommendation 8: ***The evaluation recommends to clarify the relationship between UNDP and UNIFEM and to strengthen UNDP/UNIFEM collaboration.***

Response

48. UNDP has a mandate for mainstreaming gender in all its activities at the country, regional and global levels. The mandate of UNIFEM is to support innovative initiatives that promote gender equality in line with national and regional priorities, and to play a catalytic role in relation to the overall United Nations system of development cooperation. The Triennial Comprehensive Policy Review resolution (A/RES/59/250) called upon the United Nations system to avail itself of UNIFEM technical expertise.

49. Previous Executive Board papers (DP/2004/CRP.2; DP/2005/CRP.2) have set out parameters for clarifying and strengthening the UNDP-UNIFEM partnership in support of gender equality. Progress on implementing these has been too slow. In response, the SMT set up a task force to clarify roles and responsibilities between UNDP and UNIFEM. The task force produced an agreed set of recommendations based on earlier board papers on this issue. These highlighted two key areas of action related to clarifying the relationship between the two organizations:

(a) A strengthened partnership between UNDP, as chair of the UNDG, and UNIFEM to support the United Nations system in providing timely, coherent, high-quality support to UNCTs to help countries deliver on their commitments to gender equality, including in PRSPs and integrated packages of services to implement the MDGs. This will involve placing strong teams in regional centres to strengthen quality assurance and backstopping support to UNCTs.

(b) Annual or biannual work planning on gender equality between UNDP and UNIFEM to identify specific areas of differentiation, complementarity and collaboration. In this way, UNDP can identify areas where it can use project

execution or other modalities to scale up or replicate proven strategies. Follow-up actions have been included in the 2006-2007 gender action plan.

New commitments

50. UNDP management will work with UNIFEM to implement agreed frameworks for strengthening the partnership (DP/2004/CRP.2; DP/2005/CRP.2), specifying inputs, value added and indicators to monitor progress.

51. Further work will be undertaken in 2006 to expand joint UNDP/UNIFEM regional 'hubs' of expertise to all UNDP Regional Service Centre to service country offices and produce joint annual or biannual workplans with built in review mechanisms.

Recommendation 9: ***The evaluation recommends that UNDP strengthen advocacy and partnerships in gender mainstreaming.***

Response

52. UNDP global level partnerships in gender mainstreaming have expanded due to the increased gender mainstreaming activity during 2005.

53. UNDP management recognizes that strengthening of the partnership and advocacy functions, especially at the country level, can be further improved.

New commitments

54. UNDP, through its stewardship of the Resident Coordinator system at the country level and support to gender theme groups, will contribute to inter-agency gender networking and share gender mainstreaming experiences with donors.

55. Renewed emphasis will be placed in 2006-2007 on developing partnerships with academia and civil society organizations (CSOs) to bring UNDP up to speed with cutting-edge research in gender mainstreaming.

Recommendation 10: ***The evaluation recommends that the Executive Board should promote accountability for gender mainstreaming within UNDP.***

Response

56. UNDP reports annually to the Executive Board on progress made in the area of gender mainstreaming. Furthermore, the MYFF report includes the gender driver analysis and is presented to the annual session of the Executive Board in June.

New commitments

57. The gender action plan, 2006-2007, together with the MYFF, will serve as the frameworks going forward for reporting to the Executive Board on gender mainstreaming.

58. In 2006-2007 a multi-year gender mainstreaming strategy and action plan will be developed for the next MYFF (2008-2011).

59. The gender action plan, 2006-2007, will be discussed at the January 2006 Executive Board. It includes the main content and commitments contained in this management response.

Annex

Key recommendations and management response

Key recommendations	Lead UNDP unit	Management response to recommendations	Strategy for addressing issue, including indicators of progress, partnerships and timeframe
1. Provide proactive leadership and reaffirm UNDP commitment to gender mainstreaming by senior management.	OA/SMT	• Administrator's first message to staff, Executive Board and media emphasized his commitment to gender equality a key UNDP priority. • The UNDP gender action plan for 2006-2007 includes 'commitment' at management and staff levels as one of its four pillars. • The Executive Director of UNIFEM joined .the UNDP SMT.	• A 'gender' section will be added to the Administrator's compact with senior managers, including RR/RCs, with clear performance indicators, regular monitoring, financial tracking and accountability (RCA) – 2006. • Administrator's gender advisory group established – 2006. • Multi-year gender mainstreaming strategy and action plan developed for next MYFF period – 2007. • Introduction of regular reporting to the SMT and Executive Board of progress against the gender action plan.
2. Establish accountability and incentives (UNDP lacks a clear accountability system for gender mainstreaming).	OHR	• UNDP has developed new tools to measure institutional effectiveness in terms of policy coherence: the gender scorecard; programmatic effectiveness: the MYFF 'gender driver'; and management performance: the gender balance scorecard. • The gencer action plan, 2006-2007, includes specific performance measures, changes in the RCA and a new rewards and incentive system.	• Performance monitored at institutional and management levels: results in all MYFF reports and all RCAs – 2006 • A new corporate scorecard on gender will be rolled out in 2006 (to track institutional level progress on commitment, capacities and resources) and will be reviewed and scored; new targets will be established in 2007. • Annual Administrator's award up for outstanding achievement to be established ard presented at the Global Staff Forum – 2006.
3. Retain gender mainstreaming programmatic strategy as well as gender-focused programs.	BDP	• UNDP retains its dual approach: (a) gender mainstreaming in all policies and programmes, and (b) targeted programme initiatives to promote women's empowerment. • Gender remains a 'development driver' and a cross-cutting theme, but with increased visibility and resources aligned with other drivers (capacity development). • Gender mainstreaming in all core practice areas is a specific output of the gender action plan, 2006-2007, with annual results indicators to monitor progress.	• Each core practice will develop one major gender programme annually, fully funded by the respective thematic trust fund – 2006. • High performance on the 'gender driver' to be reported in the MYFF report – 2007. • Assess indicators to measure (a) programme performance, and (b) impact of gender mainstreaming on development effectiveness – 2007.
4. Strengthen the institutional framework for gender mainstreaming at headquarters	BDP	• UNDP will increase its staff capacities and resources to expand its work on gender mainstreaming. • As Senior Adviser to the Administrator and	• The Executive Director of UNIFEM will continue to advise the Administrator: clear expectations. • The UNDP Gender Task Force, co-chaired by UNIFEM and BDP, will guide the work on gender in UNDP: Deputy

		chair of UNDP Gender Task Force, the Executive Director of UNIFEM will provide policy guidance. • Stronger UNDP/UNIFEM teams at the regional level. The gender action plan provides a detailed two-year implementation plan with specific outcomes, outputs and results indicators.	Directors of all headquarters Bureaux must be members. • Established posts in the BDP gender unit will be increased from two to four. • UNDP/UNIFEM gender experts in all Regional Centres will be strengthened to service country offices.
5. Strengthen gender expertise in country offices	Regional Bureaux	• In 2005, the gender unit/BDP placed over 50 gender experts for up to six months within country offices and bureaux to help them develop their capacities, strategies and action plans for mainstreaming gender effectively. • UNDP will maintain its strategy of strengthening internal capacities and pooling expert resources with UNIFEM at the regional level to support country offices.	• Gender focal points' TORs and RCAs reviewed to include responsibilities for gender mainstreaming as a core result – 2006 • Increased reporting of concrete and specific results in gender mainstreaming in all country office sectoral programmes – 2007. • Ways need to be found to maximize the potential expertise from UNIFEM's 15 sub-regional offices and 12 project offices – 2007. • Increased gender expertise made available to 100 country offices – 2006-2007 • UNDP/UNIFEM 'regional hubs' rolled out
6. Strengthen gender mainstreaming capacities of all UNDP staff	BDP/OHR	• Some quantitative results in 2005: - 20 professional staff trained as trainers in 2005; - 70% of gender trust fund resources allocated to capacities strengthening of 45 country offices, four regional centres and five headquarters bureaux. - With the support of the established posts, OHR is reviewing its entire competency assessment system and talent management from a gender equality perspective. - Gender as a distinct module in briefing and introductory training for new staff and managers. - Dedicated workspace to share tools, resources and experiences and BDP organizes learning events on topics of common interest. - Development of three major databases: (a) UNDP best practices; (b) a tools marketplace with an annotated bibliography of selected gender mainstreaming tools; and (c) the 'WIDE roster': best gender experts.	• All staff complete mandatory gender training course (1,000) – 2006 • Pioneering approaches, e.g., training at UNDP Institute on the role of men in promoting gender equality – 2006 • Gender mainstreaming workspace established in the knowledge network system – 2006. • Tailored leadership training on gender for senior management and staff, starting November 2005-2007. • Virtual Development Academy gender course completed by 100+ middle managers – 2007. • Comprehensive review of the impact of the global capacity development initiative on performance and results – 2007. • Gender equality and women's rights-based approach integrated into global, regional, and national HDRs – 2007. • Institutional transformation: UNDP's GM experience documented and shared as best practice-2007 • Documenting, archiving and sharing best practices will be the focus of a major event in January 2006.

		• New gender knowledge network facilitator recruited in July 2005; GenderNet membership has increased to 860; successful cross-practice e-discussions are ongoing.	
7. Make adequate financial resources available for gender mainstreaming.	BOM	• UNDP committed to allocate the resources required to expand and strengthen the mainstreaming work done in 2005 with extra-budgetary funding. • The Administrator will provide details on source of funds and cost estimates in Jan 2006. • BDP requires each core practice to develop and fund one gender programme per year. • BDP completed a review of Atlas capacities to track resources, whether earmarked for gender and mainstreamed into programmes. Recommends changes in the taxonomy for better classification and adding a gender budget line for each service line in next MYFF.	• Allocation for gender mainstreaming in the next biennium budget. • Additional non-core funding to be mobilized through the gender thematic trust fund – 2006-2007. • Increased resources for gender programming at country, regional and global levels – 2006-2007. • Assess effectiveness of Atlas tracking system of specific and integrated funds invested in gender equality and women's empowerment – 2007.
8. Clarify the relationship between UNDP and UNIFEM and strengthen coordination and collaboration.	BDP/UNIFEM	• The strategic management team set up a task force to clarify roles and responsibilities between UNDP and UNIFEM. The task force recommendations are being finalized for review by senior management. • Executive Board papers DP/2004/CRP.2 and DP/2005/CRP.2 have set out a framework for strengthening the UNDP-UNIFEM partnership (but this has yet to be implemented). The pilot experience of UNDP/UNIFEM partnership and joint activities in Bratislava and Johannesburg will be reviewed and expanded to other regions where the potential for creating joint regional 'hubs' servicing UNCT will be explored.	• UNIFEM is committed to placing a strong team in each of the regional centres, which can provide quality assurance and backstopping support on gender equality both within the regional centre and to UNCTs. • The Task Force proposed an annual or biannual work planning on gender equality between UNDP and UNIFEM, where specific areas of differentiation, complementarity, and collaboration would be identified. • Monitoring and addressing bottlenecks in achieving the desired transformation in the partnership between UNIFEM and UNDP will also benefit from clear targets, indicators, and identification of resource requirements.
9. Strengthen advocacy and partnerships and networks	BDP	• Joint programming and pooling of resources under the leadership of the Resident Coordinator will be a major aspect of this work among United Nations agencies as well as with the World Bank and bilateral donors in-country, in	• UNCT gender theme groups established and trained in additional 100 countries – 2007. • United Nations joint programmes use common set of data on gender gaps in countries – 2007. • UNDP-WIDE gender roster updated and increasingly used

		the context of MDG implementation.	by UNDG and other United Nations entities. • Expanded UNDP partnership with academia, CSOs, donors and women's organizations.
10. The Executive Board should promote accountability for gender mainstreaming within UNDP.	BDP	• UNDP reports annually to the Executive Board on progress made in the area of gender mainstreaming. • The gender action plan, 2006-2007, and the MYFF reports will serve as the frameworks for reporting on gender work in UNDP.	• Annual report on gender in UNDP programme and management performance instituticnalized – 2006. • Approval of the multi-year gender mainstreaming strategy and action plan developed for the next MYFF period – 2007.